International Competition Network

Agency Effectiveness Working Group

Competition Agency Use of Social Media

ICN Agency Practice Manual

2017

ICN AEWG Social Media Survey Results

I. Introduction

The International Competition Network's (ICN) Agency Effectiveness Working Group (AEWG) organized a project on competition agencies' use of social media. The AEWG asked members to respond to an online questionnaire to help identify their agencies' social media practices. The survey also aimed to collect data that would provide ideas for agencies seeking to improve their own use of social media platforms. Due to the near-ubiquitous use of social media, as supported by data detailed below, competition agencies may benefit from better understanding how their counterparts use social media platforms. This report will summarize the survey's format and outline major themes surrounding social media use before detailing respondents' social media use and content based on the survey data.

The survey questions collected data for three purposes: 1) to provide a benchmark of current social media use by competition agencies, 2) to gather comparative data regarding competition agencies' use of social media to help identify patterns, trends, and potential best practices, and 3) to understand perceptions of ICN's own use of social media. Many questions asked respondents to rank their answer choices to provide a more complete and accurate picture of respondents' use of social media, including respondents' various uses for social media and their target audiences. The survey also provided several opportunities for respondents to describe key concepts and examples in narrative responses.

Survey results confirm that respondents commonly use social media and perceive its use as important, if not critical. However, respondents offered differing views on a number of topics, such as the top uses for maintaining a profile on various platforms. Thus, the intent of this report is to communicate the results as an overview of how agencies are currently using social media through the survey benchmark data, and potential ideas for best practices based on agencies' experiences. The ICN may wish to consider whether to develop the work further, perhaps focusing on a few case studies of competition agencies who have dedicated more resources to social media and its effective use. For example, one jurisdiction mentioned current efforts to develop a guidance document related to Facebook.

II. Social Media Survey Format

The AEWG distributed the survey to member agencies, and received thirty-two responses. Respondents represented the following regions: Africa (1); Asia (5); Europe (16); North America (5); and South America (5). ICN members from the following jurisdictions submitted survey responses: Argentina, Austria, Barbados, Brazil, Bulgaria, Colombia, Cyprus, Czech Republic, El Salvador, Finland, Germany, Greenland, Hong Kong, India, Italy, Jamaica, Japan, Korea, Lithuania, Mexico, the Netherlands, Norway, Poland, Russia, Singapore, Slovenia, Spain, Sweden, Trinidad and Tobago, Turkey, United Kingdom, United States, and Zambia. AEWG non-governmental advisers (NGAs; private sector practitioners and academics) from five jurisdictions provided additional perspectives on agency use of social media.

The first substantive question of the survey aimed to define the scope of the survey by differentiating between social media profiles created and maintained by competition agencies versus by agency heads or senior officials. Follow up questions were provided for each social media profiled created and maintained by participants' *agencies*. Thus, our reported results speak to *agency* practices and do not account for independent social media use by heads of competition agencies or other senior agency officials in their individual capacities. The survey included a series of short narrative answer questions to explore: why agencies choose to launch social media (and any they might have abandoned); their processes for social media operations within the agency; whether the agency has specific objectives for social media use (and the metrics used to measure the objectives); and the main perceived benefits and drawbacks to using social media.

The core of the survey asked respondents to identify which social media platforms their agency uses. The survey provided respondents with six possible responses: 1) Facebook, 2) Twitter, 3) YouTube, 4) LinkedIn, 5) Agency Blog, and 6) Other. For each platform, a series of in-depth questions gauged aspects of use including: frequency of postings; content of postings; top uses and target audiences for each platform; extent of engagement with users; and number of users. The survey creators arrived at these six possible platforms three ways. First, the ICN AEWG completed an informal exercise to identify existing competition agency social media profiles. Second, the AEWG held a webinar that featured member agencies who use social media as presenters. These presenters confirmed that social media platforms are maintained in addition to agency websites, and operate under strategies and objectives unique to social media. Thus, "agency website" was not included as a possible response. Finally, survey authors vetted the draft survey questions with a test group of agencies.

III. <u>Themes</u>

1. Social media use is becoming a universal practice by Competition Agencies because they perceive it to be important.

A large majority of the responding agencies maintain social media profiles. Further, most of the respondents indicated that if their agency does not currently use social media platforms, they perceive the objective as important and are working to create social media profiles. For example, one jurisdiction expressed a belief that having a social media profile is important, but cited resource obstacles that have delayed their efforts in launching a profile. The perceived importance of social media permeates the responses, including throughout the trends of creating, augmenting, and possibly terminating social media use. For example, it appears rare for an agency to terminate a social media profile after launching the profile – the survey only revealed one such instance due to technical problems with the platform. In fact, many respondents told stories of profile proliferation, adding additional social media platforms after experience with one. In addition to the data from the survey, the AEWG's informal, external data collection exercise confirmed links to social media profiles for many members who chose not to participate in the survey.

2. Competition Agencies' social media profiles supplement agencies' websites and other outreach or communication tools.

Technological advent necessitated agencies' creation and maintenance of webpages. The overwhelming majority of ICN members not only host agency webpages, but also maintain and regularly upgrade sophisticated, comprehensive websites as a central communication tool. The use of social media emerged as a subsequent wave of technological advancements. Now social media profiles are used to both reinforce and augment agency webpages. Data supports this conclusion by indicating that social media profiles often host or link to content that is available on agency websites and provide unique uses not offered by a traditional websites. Additionally, most respondents that do not currently host social media profiles instead provided links to their agency webpage and indicated that their agencies are in various stages of establishing social media profiles. The responses show that social media strategy and operations are typically housed within an agency's office for communications, public affairs, and/or website responsibility, a natural extension of the agency's external interactions.

3. *Respective social media platforms offer different value propositions.*

Individual social media platforms offer different value propositions to competition agencies. Similar to the previous theme that social media platforms reinforce and augment agency websites, competition agencies commonly treat the various social media platforms as complementary, due in large part to these varying value propositions. For participating agencies, the optimal mix of social media includes presence on several platforms. For example, most respondents reported maintaining profiles on more than one social media platform. The value in diversifying across platforms is evident when the platforms offer different value propositions. For example, a respondent may maintain a LinkedIn profile specifically and solely for talent recruitment and job postings, or a YouTube channel for agency explanatory and promotional videos, and refrain from reposting such content on other social media platforms. The responses also indicate utility in diversifying across platforms even if they offer similar, if not overlapping, value propositions. For example, agencies may post the same content to both Facebook and Twitter, but each platform may reach different audiences.

4. *Social media platforms offer unique value propositions, but Competition Agencies' available resources ultimately drive the use of social media.*

Ultimately, respondents indicate that the use of social media is a resource-driven exercise. Responding agencies' social media presence was acutely intertwined with the agencies' available resources. This interdependence varies little between respondents across the range of experience with social media. Despite the almost universal recognition of social media's importance, several respondents reported having to slow, halt, or postpone plans to create new profiles due to a lack of required resources. It is important to note that respondents define resources differently. Resources range from human and financial capital to time commitments and responding agencies offered differing views of whether various platforms are resource-effective. While some respondents find that particular features of social media use resources efficiently, for example, by reaching a wide audience with limited effort, other respondents have contradictory perspectives. For example, two agencies explained that the expectation to curate specific content, observe its success once posted, and engage with profile users is incredibly time consuming.

5. *Competition Agencies report using social media as a tool for engagement, but not enforcement.*

It is easy to recognize social media as a tool to dispense information, akin to websites and press releases. However, responding agencies also report perceiving and using social media platforms as tools for active engagement with both broad and targeted audiences. This engagement most often occurs between an agency and consumers or the public. Respondents explain that social media's ability to share information widely makes it an unrivaled tool for engaging with society; other communication means cannot achieve similar outreach. Moreover, unlike traditional media, social media allows an agency to engage directly with its audience. Agencies reported significant levels of direct engagement and interaction with social media profile viewers and users, contingent upon the social media platform being conducive to such engagement. For example, respondents reported high levels of engagement on Facebook. Facebook's structure, which allows for comments, messages, shares, likes, and reposts, lends itself to active dialogue. Conversely, levels of engagement were lower for respondents with YouTube channels because the only available opportunity for engagement is via the comments section, and many respondents cited low numbers of comments on their posted content. Also of note: it is clear from the responses that the responding agencies do not view social media as an enforcement tool or tool to gather information during investigations, though a few exceptional responses indicated using social media to announce an open investigation, request third party input, or promote investigative efforts. For example, one respondent reported launching a social media campaign to encourage people to come forward with tips regarding cartels.

IV. <u>Social Media Use</u>

a. Impetus

The survey asked why agencies first began to use social media, with several offered reasons from which to choose. The top ranked reason selected was "to reach ***new*** audiences." (emphasis added) The second ranked reason for implementing a social media program was the view that social media is a tool to improve communication with *existing* audiences. As a tool to communicate about agency actions, statements, and messages, it is no surprise that the top cited reasons for social media use involve reaching audiences. The way that the top reason was phrased – new audiences as distinguished from existing audiences – suggests that the responding agencies believe that social media can deliver messages to an audience that does not otherwise follow or engage with the agency's other external communications. Social media is perceived not only as a tool for better or different communication, but perhaps foremost as a tool that has the potential to expand the reach of an agency's communication, statements, and messaging. Included in this distinction, is the 'direct nature' of social media, the ability to directly communicate with the audience and not have to rely on others' accounts or interpretations of agency statements or messages. "Expectations" was a third reason respondents cited for beginning to use social media, recognizing the

Top ranked reasons to start social media:

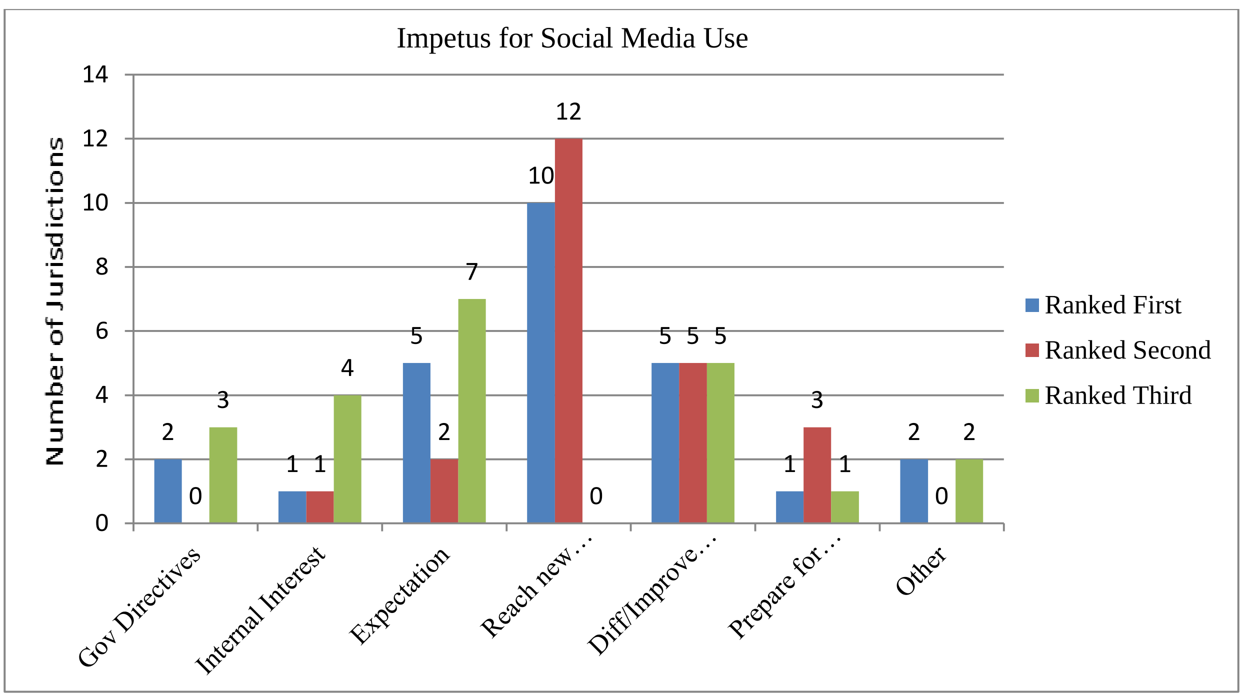
- Reach new audiences
- Improve communication

growing influence and ubiquity of social media use, including by governments.

The survey also included a narrative section for respondents to explain if they had considered, but ultimately decided against, launching a social media profile on a specific platform. Eight agencies reported nine episodes of social media evaluation that did not, or has not, resulted in a launch. An inability to commit the resources required to implement and maintain the social media presence determined four of these decisions. Three of these four described the decision as temporary or postponed plans, with the intention of revisiting the issue in the near future. Only two agencies described rejecting the idea of launching social media after an evaluation with no plans to revisit the decision in the future.

The remaining five instances of social media evaluation that did not lead to launch were case-specific decisions based on the nature of specific platforms. It is notable that all four agencies involved in these episodes maintain robust social media programs on other platforms. One agency withdrew plans for offering a podcast on an established platform due to technical difficulties, only to post such podcasts directly on its own website. Another agency cited privacy concerns for rejecting expansion of its social media footprint to Instagram. A third agency initially postponed its launch on Facebook in favor of focusing on a Twitter account that was perceived to be a better vehicle to reach its target audience, the business community. As the agency's emphasis on reaching consumers increased, the agency later revisited the decision and added a profile on Facebook. The two final anecdotes described agencies' consideration of an Instagram presence, only to conclude that their likely content did not match the platform's strength of presenting engaging, visual content.

The survey revealed no instance of a competition agency launching a social media presence and then later cutting back or terminating its presence after careful evaluation. The trend, perhaps reflecting the 'newness' of competition agency attention to social media, is entirely in one direction: for agencies to consider, adopt, and expand a social media presence.



b. Internal Processes

The survey asked respondents to describe their agency's process(es) for social media. As with any internal organizational choices, the results vary from agency to agency, but reveal some basic, common features of competition agency social media operations and choices.

- ***Dedicated officials.*** Nearly all of the responding agencies indicated that they have a dedicated individual, team, office, or component that is responsible for maintaining the agency's social media profile(s) and content. This highlights the importance of focusing an agency's social media messages and operational efficiencies of dedicated oversight. The responses indicate a range from a single individual to a small, core team of about five, roughly correlating to the size of the agency.
- ***Aspect of agency communications.*** For the large majority of responding agencies, strategic and operational responsibility for social media is housed in the agency's public affairs, public relations, press, and/or communications office or component. Several agencies mentioned that social media and website responsibility are shared by the same individuals or offices.
- ***Content development drawing from throughout the agency.*** The responses indicated that responsibility for content is generally more dispersed, with direct input from case teams, enforcement divisions, and agency leadership. However, the content is often coordinated, reviewed, edited, and posted by the communications component. A few agencies indicated that they centralize content creation in their communication component.
- ***Centralized content approval.*** Content approval is often reserved for a Director-level official or the head of the communications unit. Several responses mentioned regular communications meetings with other components to identify and develop website and social media content, often citing consideration of the news cycle and important agency developments. There was a distinction in some responses for the degree of importance or attention content might receive, with "non-controversial" content more likely developed and approved at lower levels within the agency and higher profile content receiving more attention and approvals.

c. Written Goals & Objectives

Most responding agencies (20/32; 63%) have specific written goals, objectives, and or overall strategies for social media use. Twelve respondents did not answer the question or otherwise indicated that their agencies do not maintain written goals, objectives, and or overall strategies. However, many of these twelve respondents seem to either be in the incipient stages of considering social media use at the agency level, and or indicated that their agencies were undertaking efforts to create written goals and objectives in the near future.

The twenty respondents that indicated their agencies have written goals, objectives, and or overall social media strategies also provided brief narrative descriptions regarding the substance of those documents. The responses suggested two important themes to consider when creating social media goals, objectives, and strategies.

***First*, it is important to define clearly the aim of maintaining a profile on specific social media platforms.** For many respondents, this aim included fostering a competition culture within their jurisdiction, increasing accessibility by reaching and engaging with both current stakeholders and a broader audience, and generally increasing and or improving the agencies' means of communication.

***Second*, respondents reported incorporating these goals, objectives, and strategies in larger strategic documents or annual plans to ensure periodic review and revision.** Examples cited in the responses included social media as a part of an agency's broader "Strategic Plans," "Communication Strategy," and even more a tailored "Digital Media Strategy" or platform specific plan (e.g., for LinkedIn). For example, one respondent explained that social media-specific projects are included in their agency's strategic plan document, issued every four years. Current projects on their horizon include introducing new media to reach the public through short films, cartoons, and movie scripts.

d. Metrics for Measuring Impact

The survey asked respondents if and how their respective agencies monitor or measure the success of their social media platforms. The question defined success as achieving the agencies' social media goals and objectives. Despite most respondents indicating that their agencies have written goals, objectives, or strategies regarding the use of social media, few reported using specific metrics or indicators to monitor the success of their social media platforms. Only thirteen of the thirty-two total respondents (41%) indicated that they use specific metrics or indicators to monitor whether they are achieving their social media goals and objectives. The most common metrics respondents relied upon included tools inherent to each social media platform. Many respondents reported relying on indicators such as the number of likes, followers, friends, subscribers, and comments. Additional tools include platform analytic tools, such as Google Analytics, Twitter Analytics, and Facebook Insights. Interestingly, one agency did report using a third-party provider of social media monitoring, management, and engagement (Coosto) to monitor the success of their social media platforms.

The survey asked for estimates of the number of users or followers that the agency has for each social media platform, a metric that can be subject to many variables. For ease of cross-platform comparison, we have categorized the results rather than report them individually.

Facebook, # of users

Range:	**200 – 62,000**
<1000	36%
1000-10,000	36%
10,000+	29% (25K, 42K, 60K, & 62K)

Twitter, # of users

Range:	**350 – 220,000**
<1000	25%
1000-10,000	44%
10,000+	31% (28K, 33K, 47K, 70K, & 220K)

YouTube, # of users

Range:	25 – 8,000
<1000	85%
1000-10,000	15%
10,000+	0%

LinkedIn, # of users

Range:	10 – 64,000
<1000	63%
1000-10,000	25%
10,000+	13%

User Growth

Given that a top metric for "success" in social media is the number of users/followers, the survey also asked for examples of agency initiatives to grow the number of users or followers on various platforms. For ease of reporting, we have grouped the responses across the platforms, as they were substantially similar. The vast majority of responses indicated that their social media growth occurs gradually or organically. Several agencies did confirm that regular reporting of agency news, announcements, actions, and statements does tend to draw a steady growth of followers. A few responses described exceptional examples of impact growth, including:

- Concerted ad and media campaigns around agency advocacy, highlighting or mentioning social media resources.
- Simple, clear guides or tutorials on basic competition rules, with a particular emphasis on compliance ideas.
- Creative ideas tailored for social media, for example:
    - a Facebook trivia game on competition knowledge (with prizes);
    - a funny tweet giving agency approval for the national soccer team 'to abuse its dominant position;'
    - photos of an agency mascot;
    - creation of a 'TV' program for the agency's YouTube channel;
    - posting visually attractive information, *e.g.*, infographics; and
    - using simple slogans and hashtags.
- Sharing of international competition news of interest.

In all, the responses indicated that there is no magic to the task of building an audience; a basic strategy of regularly linking to compelling, useful, and timely updates from the agency's actions and views is sufficient to reach and grow target audiences. There is anecdotal support from the survey responses for creative content and presentation and the use of concerted campaigns to introduce and highlight the agency through social media as means to accelerate interest and user growth.

e. Benefits & Challenges

Respondents agree that social media platforms provide both a unique set of benefits as well as challenges. Agency respondents commonly highlighted the importance of the speed and scope of their communications: that social media allows for the quick dissemination of information to wide audiences. The NGA responses reinforced this perceived benefit of timely communication. In response to the question "why do you follow competition agencies on social media," NGAs confirmed the impact and importance of the 'timely' potential of social media. The top reposes cited the utility of "up-to-date" information, "real-time awareness," and the ability to keep up with agency news.

Another point of emphasis from the responses was social media's wide reach for relatively low cost. Several responses also explained the value of direct messaging: that the agency could disseminate its actions, views, and statements directly to target audience and not have to rely solely upon the media to do so. The responding agencies believe social media use results in increased awareness, support, and engagement.

When discussing social media's benefits, respondents' answers varied, sometimes depending on how long they have been using a particular platform and sometimes depending on employees' preferences. For example, two experienced jurisdictions cited several benefits to social media use and confidently ranked Twitter as the most beneficial platform due to the level of impact it has had for their agencies, as measured by followers, percent of participation, and monthly mentions of the profile. Additionally, one of the respondents further explained that Twitter enables them to reach their stakeholders and a broader audience of journalists directly, in a cost-efficient way. Another agency explained its reasoned decision of creating a Twitter account – believing Twitter would reach more targeted audiences better than Facebook, including the business, legal, and governmental sectors. However, due to its infancy, the impact was perceived as relatively low. Another jurisdiction, though experienced, reported employees' strong dislike for Twitter and noted instead that LinkedIn was the most useful platform, due in part to its ability to target specific audiences.

The use of social media can also create challenges. Respondents cited multiple challenges, many of which depended on respondents specific jurisdictions. For example, a few respondents explained how legislation and their jurisdictions' legal systems affected their use of social media. Respondents explained that rules surrounding personal data and privacy could sometimes dictate which social media platforms agencies use, and or how agencies use them. Limited resources was the other most universally cited drawback to the use of social media. Some respondents indicated they did not have adequate resources to implement social media use, while some respondents indicated that it was a challenge to keep up with the demand of each profile once it was created. For example, some jurisdictions explained that some platforms generate a burdensome expectation to create large volumes of content, or to engage more frequently, more rapidly, more consistently, or more substantively than agencies are able to given their allocated resources. Another frequently cited drawback was the potential for irrelevant, even offensive, comments to be posted to agencies' profiles. Respondents explained that the fear of irrelevant and offensive interaction on their social media profiles is a drawback not only because it can affect already limited resources, but also because it can influence audiences' support or perception of their agencies and their agencies' actions. Some feedback also mentioned the perception that social media is frivolous and devoid of meaningful content; merely "hype." The experience and growth of social media use by competition agencies does not suggest that the hype is preventing its adoption and use.

NGA responses again highlighted the importance of the 'immediacy' of social media, citing "dated materials" and the need to update as drawbacks or weaknesses in agency social media use.

V. Social Media Content

a. Platforms

Twitter and Facebook were the most commonly reported social media platforms used by responding agencies. Many respondents indicated that their agencies maintained profiles on at least two of the five social media platforms listed on the survey. Respondents commonly reported maintaining both Facebook and Twitter profiles. For example, fifteen of the eighteen (83%) respondents that maintain Facebook profiles also have Twitter accounts. Three jurisdictions reported maintaining social media platforms on all five platforms.

> ***Top Platforms Used***
>
> - Twitter
> - Facebook
> - Youtube
>
> ***NGA preferences***
>
> - Twitter
> - Agency Blogs

i. **Facebook –** Eighteen of thirty-two respondents (56%) have Facebook profiles. Facebook is the second most popular social media platform among responding agencies.

ii. **Twitter –** Nineteen of thirty-two respondents (59%) have Twitter accounts. Twitter is the most popular social media platform among responding agencies.

iii. **YouTube –** Sixteen of thirty-two respondents (50%) have YouTube channels. YouTube is the third most widely used social media platform among respondents.

iv. **LinkedIn –** Nine of thirty-two respondents (28%) maintain LinkedIn profiles. Despite being among the first available forms of social media, launching in May 2003, respondents rely on the platform far less than other available platforms.

v. **Agency Blog –** Similar to LinkedIn, blog search engines and publishing platforms have been widely available since late 2002-2003. Despite this history, only four of the thirty-two respondents (13%) reported maintaining agency blogs.

vi. **Other –** Nine of thirty-two respondents (28%) respondents indicated their agencies maintained additional social media profiles that otherwise did not fall into the aforementioned categories. However, three of these nine respondents only described the additional profile as the agency website, which is not included in our review. The remaining six respondents described various social media platforms, ranging from podcasts and Instagram accounts to mobile device applications and a platform called Slideshare. The standardized follow-up questions the survey provided for the aforementioned platforms were not provided for platforms that fell into "Other." Instead, respondents were encouraged to provide more information as applicable in the broad narrative responses.

NGAs reported Twitter and Agency Blogs as their preferred platforms for following competition agencies on social media.

b. Frequency of Postings

The frequency of postings to social media seems to skew slightly towards being more frequent than not. This is especially true for the two most widely-used platforms, Facebook and Twitter. YouTube seems to receive postings least frequently, likely due to the fact that posted content requires more intensive production. LinkedIn's wide distribution of responses among a rather limited pool suggests respondents have not reached a consensus regarding the optimal posting frequency for that specific platform.

i. **Facebook –** The data skewed heavily to frequent postings on Facebook. Sixteen of the eighteen (89%) reported Facebook users indicated their posting frequencies. Respondents indicated that the two most common frequencies were "Multiple Times a Day" and "Multiple Times a Week," with five respondents per frequency. The remaining six respondents were distributed almost evenly between "Daily," "Multiple Times a Month," and "A Few Times a Year".

ii. **Twitter –** Similar to Facebook, the data skewed heavily to frequent postings on Twitter. Seventeen of the nineteen (89%) reported Twitter users indicated their posting frequencies. Just over half of the respondents (10/19; 52%) reported Tweeting "Multiple Times a Day". This was the most reported frequency. The remaining responses were distributed from "Daily," (2) to multiple times a week or month (4 and 2, respectively).

iii. **YouTube –** Fifteen of the sixteen (94%) respondents who have YouTube channels reported the frequency with which they post content. Converse of Facebook and Twitter, respondents reported posting content to YouTube far more infrequently. In fact, no respondents reported posting content to YouTube more frequently than "Multiple Times a Week" (1). Most respondents described posting content "Multiple Times a Month" (4), or more likely, "A Few Times a Year" (7).

iv. **LinkedIn –** All nine respondents recorded the frequency with which they post content to LinkedIn. Four respondents reported posting content to LinkedIn "Multiple Times a Month". Three jurisdictions reported posting more frequently than that, and two jurisdictions reported posting less frequently.

v. **Agency Blog –** All four respondents provided data regarding how frequently the post content to their respective agency blogs. One jurisdiction reported posting "Multiple Times a Day," while two jurisdictions more commonly post content "Multiple Times a Month," and one jurisdictions reported posting content to the agency blog only "A Few Times a Year".

As their top two selections for frequency of use, NGAs reported checking agency social media "Multiple Times a Month" and "Multiple Times a Week."

c. Content of Postings

The survey aimed to understand the nature of the content agencies post on social media platforms. Of particular interest was the relationship between original content created specifically for a single social media platform, and content agencies' created once for posting and reposting broadly across agency websites and social media platforms. The survey data suggests content predominately falls into the latter category; content is commonly created for widespread dissemination across multiple mediums. Out of fifty-eight responses to this type of question total, forty-two (72%) suggested that more than half of the content posted to social media is available elsewhere.

> The replies indicate that *"more than half of the content posted to social media [by competition agencies] is available elsewhere,"* i.e., on agency websites.

i. **Facebook –** Fifteen of the eighteen (83%) respondents who maintain Facebook profiles answered the question. The majority of respondents (12/15; 80%) said over half of the content posted to Facebook is available elsewhere.

ii. **Twitter –** Seventeen of the nineteen (90%) respondents who maintain Twitter accounts answered the question. Fourteen of the seventeen respondents (82%) said over half of the Tweeted content is available elsewhere.

iii. **YouTube –** Fifteen of the sixteen (94%) respondents who maintain YouTube channels answered the question. Just over half of the respondents (9/15; 60%) said over half of the content posted to YouTube is available elsewhere.

iv. **LinkedIn –** All nine respondents who maintain LinkedIn profiles answered the question. The overwhelming majority (8/9; 89%) said over half of the content posted to LinkedIn is available elsewhere.

v. **Agency Blog –** All four respondents who maintain agency blogs answered the question. The vast majority of respondents (3/4; 75%) again said that over half of the content posted to their respective agency blogs is available elsewhere.

NGA respondents were asked to identify their top reason for checking agency social media. Interestingly, they cited "to find original information designed for social media," suggesting that practitioners are attentive to agency social media and seek out such original content not available elsewhere, or are expecting such content from agencies, perhaps indicating a demand for it. When asked to identify the "most important elements" that competition agencies should focus on when creating social media content, NGAs cited the "quality of written content" as their top factor, above quantity, graphics, format, and style.

d. Top Uses

The survey asked respondents to rank the top three uses for each social media platform utilized. The survey presented respondents with eight response options:

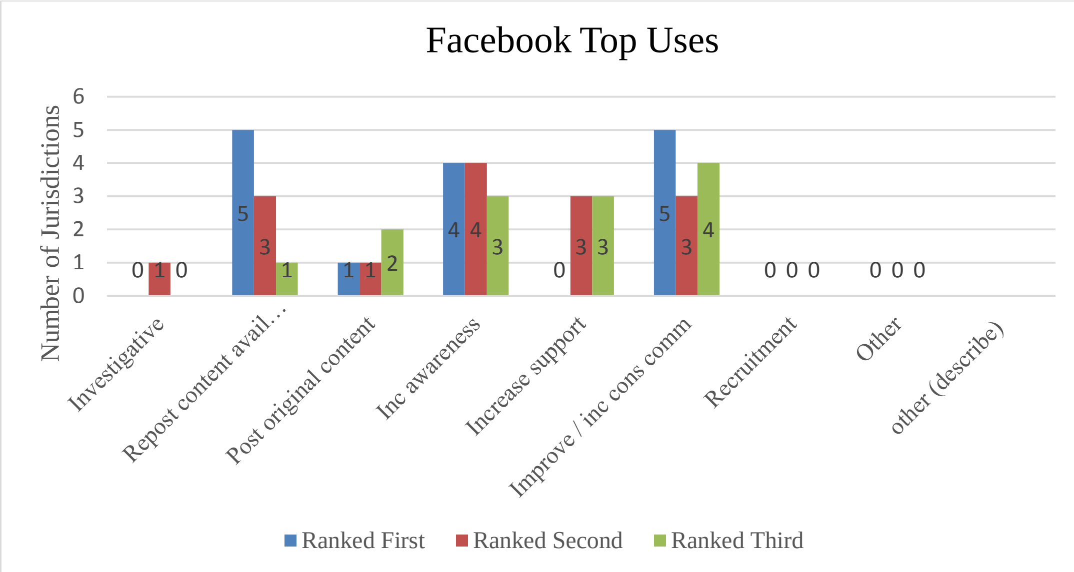
- Investigative Purposes;
- to Post Information Available Elsewhere;
- to Post Original Information Created for Social Media;
- to Increase Awareness of the Agency;
- to Increase Support for the Agency and Agency's Objectives;
- to Improve or Increase Communication with Consumers, the Public, and or the Private Sector;
- Recruitment or Job Postings; and
- Other, which prompted a description of the use.

Respondents selected answers "to Post Information Available Elsewhere," "to Increase Awareness of the Agency," "to Increase Support for the Agency and Agency's Objectives," and "to Improve or Increase Communication with Consumers, the Public, and or the Private Sector" most commonly regardless of the specific social media platform.

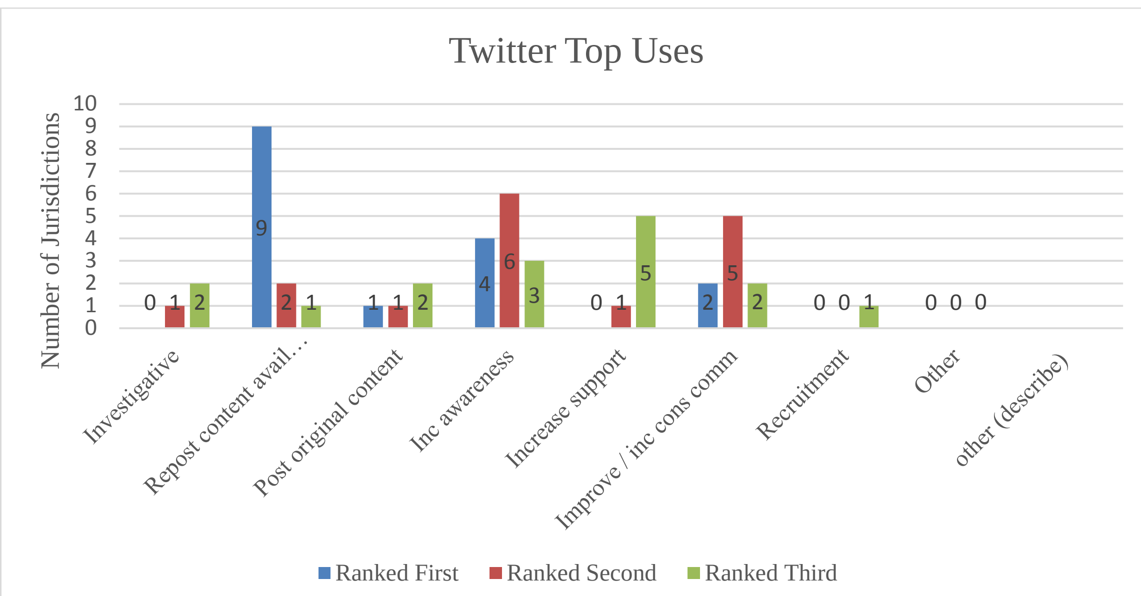
i. **Facebook –** Sixteen of the eighteen (89%) respondents who maintain Facebook profiles answered the question. The top-ranked use was Reposting as nine of sixteen (56%) respondents ranked this answer. Five of sixteen respondents ranked it first, as the top use; three respondents ranked it as the second most important use. The next top-ranked use tied between Awareness and Communications. Awareness received four rankings for the top use, while Communications received five rankings for top use. Taken together, Reposting, Awareness, and Communications cover the majority of top uses, accounting for thirty-three of the total forty-five ranked spots (73%) total ranked spots.

Top Uses of Social Media

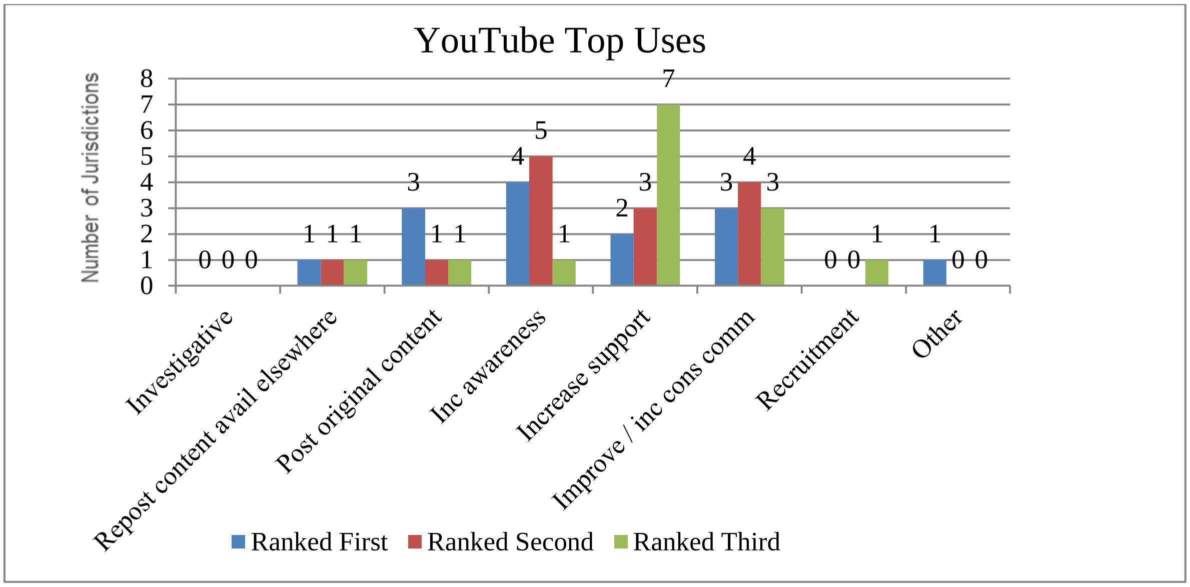
- Post information available elsewhere
- Increase awareness of the agency
- Improve communication



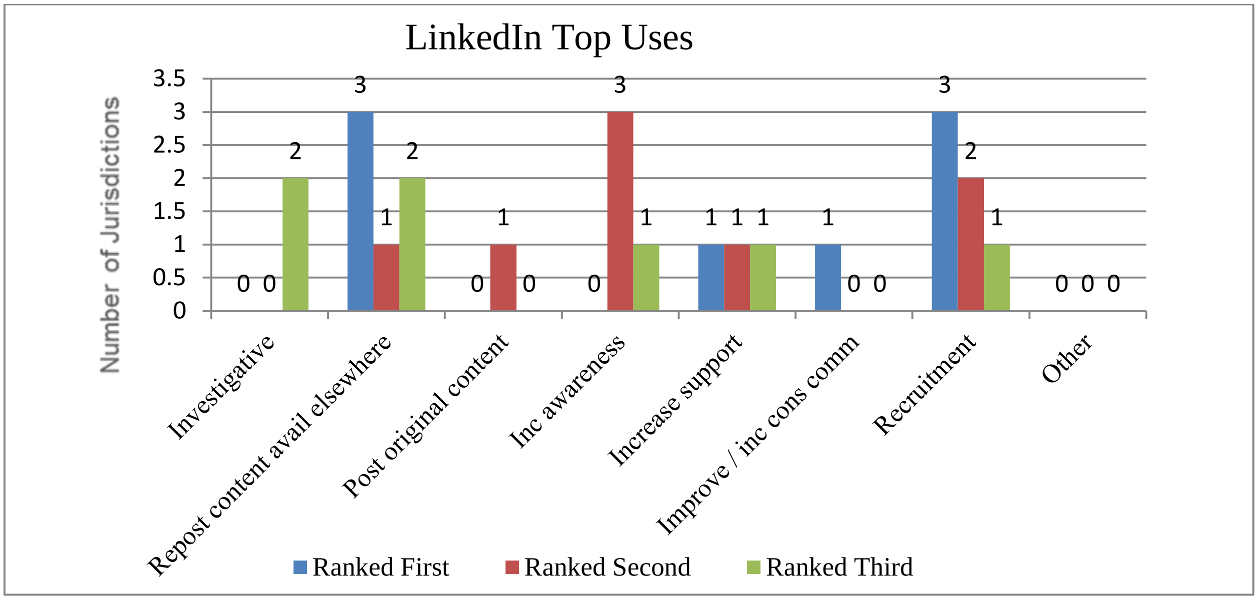
ii. **Twitter –** Similar to Facebook, respondents reported Twitter's top-ranked use as Reposting. Nine of the sixteen (56%) respondents ranked this use first, with three additional total rankings (12/16; 75%). The second top-ranked use was Awareness, with thirteen total ranks (13/16; 81%). Finally, following the pattern established by Facebook respondents, the third predominate use for Twitter was Communications.



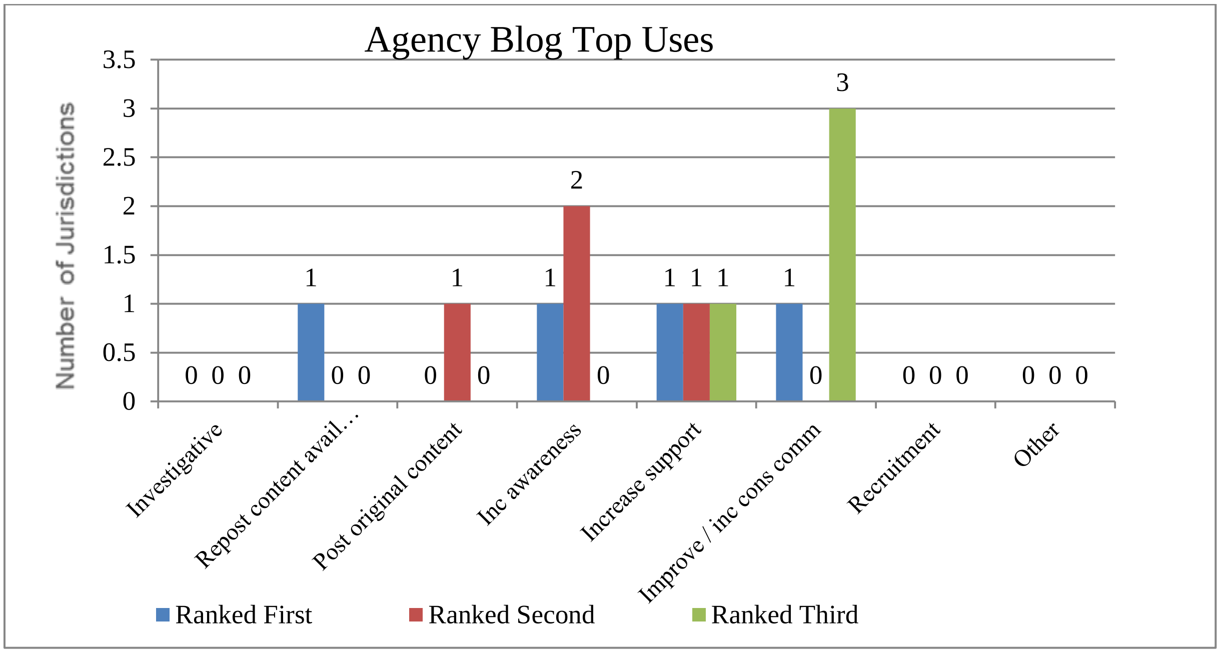
iii. **YouTube –** YouTube differs slightly from Facebook and Twitter as respondents chose Reposting infrequently. Respondents ranked Awareness as YouTube's top use with ten of fifteen (67%) total ranks, nine of which were for primary and secondary uses. Agency Support received twelve ranks (80%), seven of which were ranked it as a tertiary use.



iv. **LinkedIn –** All nine respondents who maintain LinkedIn profiles answered the question. Respondents predominately ranked two answer choices, Reposting and Recruitment. Both answer choices received six total rankings. Agency Support and Awareness tied for the third and fourth most frequently chosen answer choices, with three and four rankings, respectively.



v. **Agency Blog –** Similar to YouTube, respondents who maintain agency blogs ranked Reposting less frequently compared to other platforms. Instead, Awareness, Support, and Communications remain top uses for respondents utilizing blogging platforms.



e. Target Audiences

The survey asked respondents to rank the top three targeted audiences for each social media platform utilized. The survey presented respondents with eight response options:

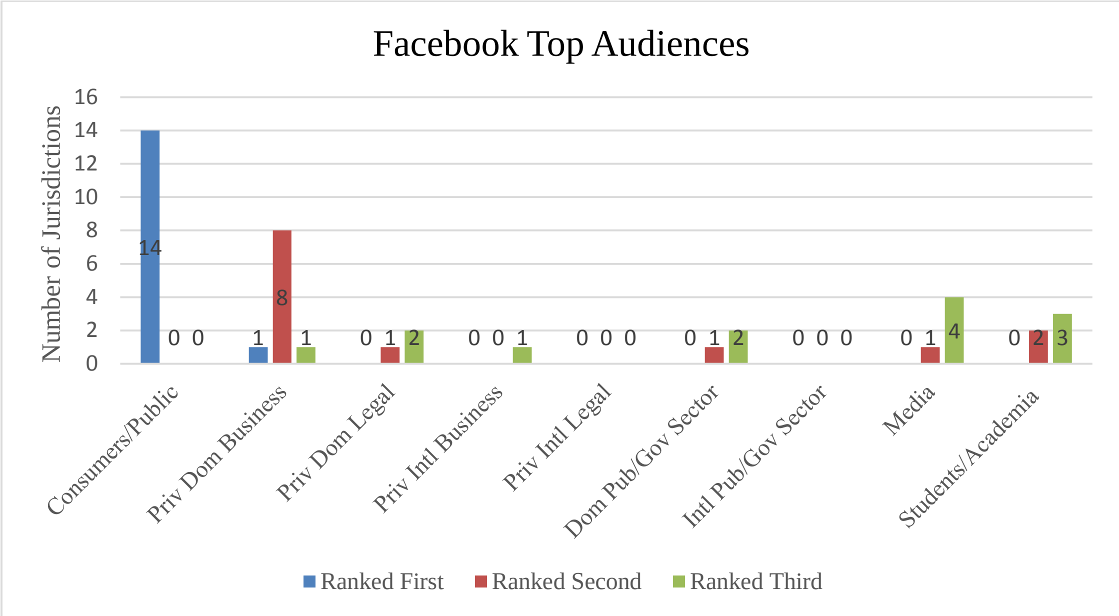
- General consumers / the public;
- Private Domestic Business Sector;
- Private Domestic Legal Sector;
- Private International Business Sector;
- Private International Legal Sector;
- Domestic Public / Government Sector;
- International Public / Government Sector;
- Journalists or the Media; and
- Students or Academia.

Top Target Audiences

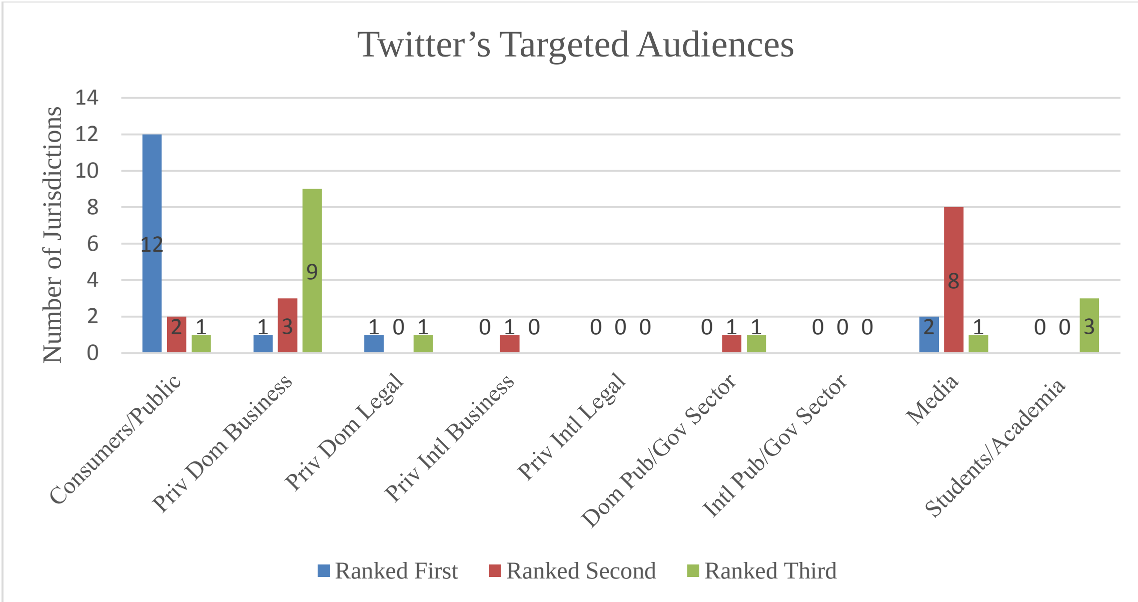
- Consumers
- Domestic Business Sector
- Media

Respondents selected Consumers most frequently. Other frequently ranked targeted audiences included Domestic Business Sector, Media, and Academia.

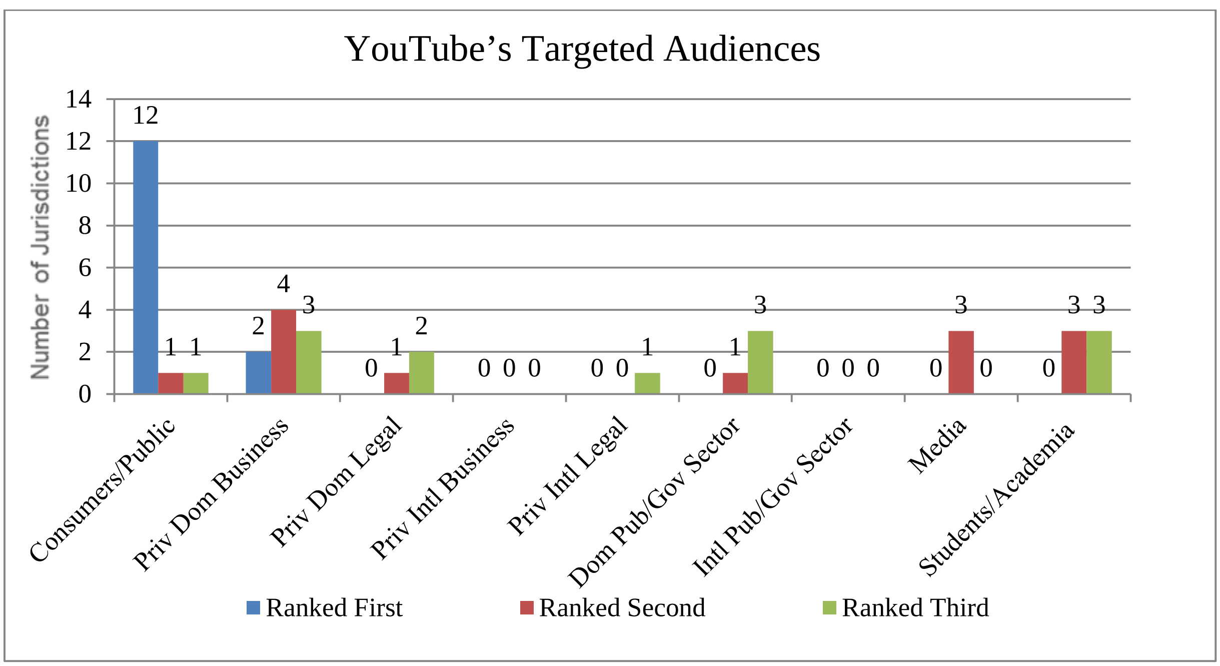
i. **Facebook –** Respondents ranked Consumers as the top target audience for the Facebook platform. Fourteen of fifteen respondents (93%) ranked this answer choice, and all ranked it as the number one targeted audience. Respondents then ranked Domestic Business Sector as the second most targeted audience; ten of fifteen respondents (67%) ranked it, eight of which are ranked as the second most targeted audience (80%).



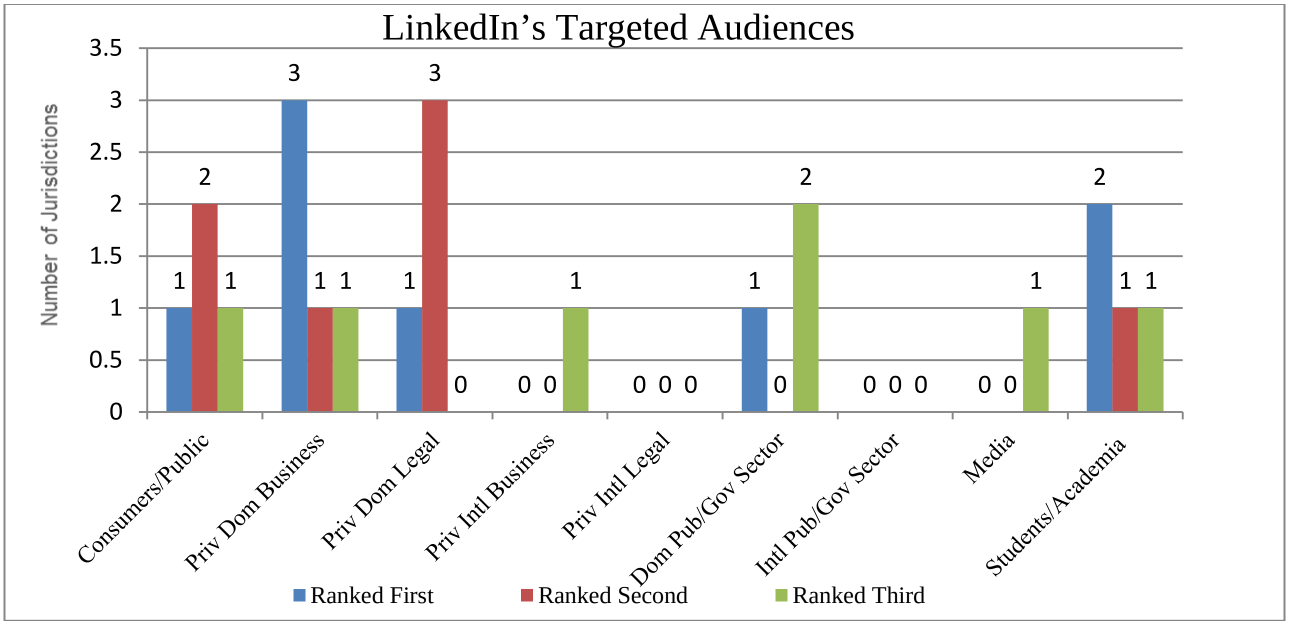
ii. **Twitter –** Twitter's top-targeted audiences include Consumers, Domestic Business Sector, and Media. Similar to Facebook, nearly all respondents (15/16; 94%) ranked Consumers, with twelve of the fifteen respondents (80%) ranking it as the top targeted audience. The second most ranked targeted audience is Domestic Business Sector, with thirteen of fifteen (87%) total rankings, but the majority (9/13; 69%) of rankings viewing this audience as the third most targeted audience. This compares to Media, which only boasts eleven total rankings, but with the majority of rankings (8/11; 73%) viewing this audience as the second most targeted audience. This data suggests that respondents seem to target the media most frequently by using Twitter compared to other social media websites.



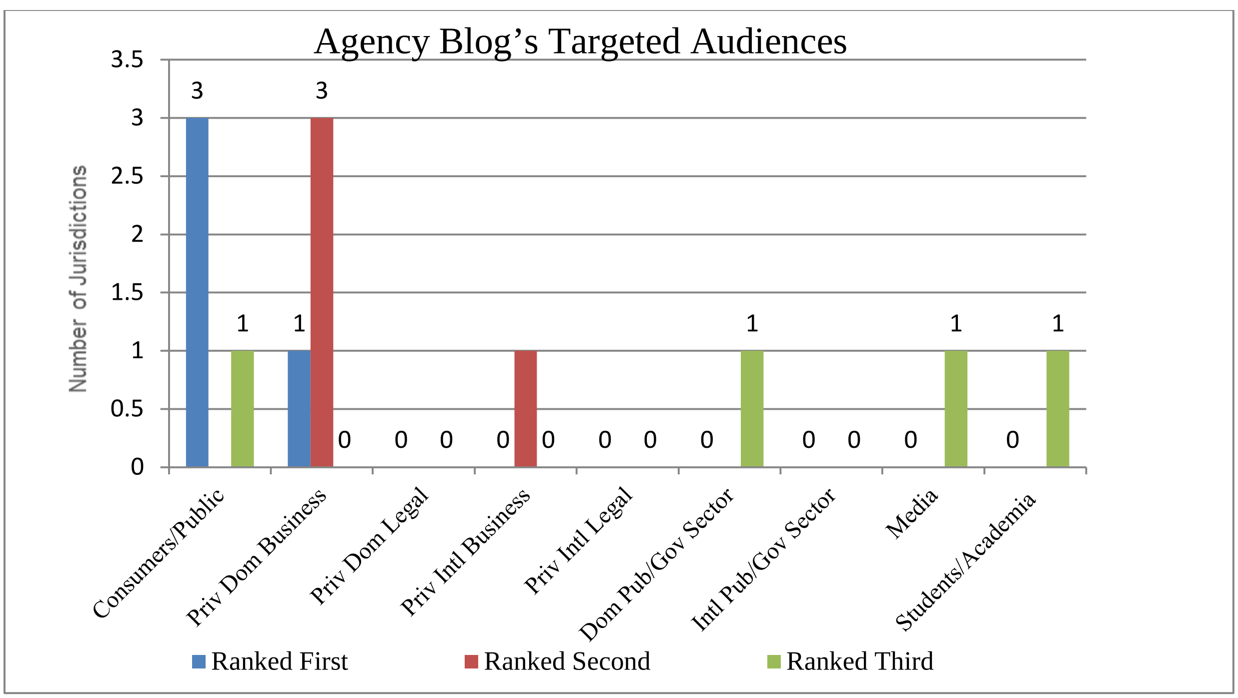
iii. **YouTube –** For YouTube, respondents similarly ranked Consumers as the top target audience with fourteen of fifteen votes (93%), twelve of which were ranked first. Domestic Business Sector was second with nine of fifteen (60%) rankings, four of which are number two. Similar to Facebook and Twitter, Academia is also a target audience, though near the tail end of the distribution, with six total rankings.



iv. **LinkedIn –** Respondents target more varied audiences on LinkedIn. For example, though Consumers still received a number of votes (4), Students, the Domestic Business, Sector and Domestic Legal Community also received at least four votes.



v. **Agency Blog –** The responses for Blogs indicated that Consumers and Domestic Business Sector are the top target audiences for the platform. Secondary target audiences included Academia and International Business Community.



The NGA responses mentioned a preference to see to social media tailored to specific stakeholders, not just to the general public and a ‘one-audience-fits-all’ approach. One response thought that thoughtful agency use of social media could help fill perceived gaps in professional journalism with respect to competition law coverage. The NGA responses indicate that there is a near equal desire and likelihood to follow domestic as well as foreign agency social media (at least for internationally-minded ICN NGAs).

f. Engagement & Interaction

Respondents largely utilize social media as tools for engagement and interaction with targeted audiences. However, respondents’ choice to engage, and their levels of engagement, depend on the opportunities for engagement provided by each individual social media platform.

i. **Facebook –** Sixteen of eighteen possible respondents (89%) answered this question. The majority of respondents (11/16; 69%) indicated that they do engage with and or reply to Facebook profile viewers. Only two respondents (13.3%) indicated that they do not engage with profile viewers in some fashion. Respondents cited various forms of engagement, including answering questions or replying to comments, replying to direct messages, or liking posts that share the agencies’ materials.

ii. **Twitter –** Seventeen of nineteen possible respondents (90%) answered this question. Thirteen of seventeen respondents (77%) indicated that they do engage with Twitter profile viewers. One jurisdiction explained that this is in an effort to remain impartial. Another jurisdiction explained that while they do not actively engage on Twitter, they use viewers’ comments, tweets, and re-tweets to inform internal agency activities.

iii. **YouTube –** Fifteen of sixteen possible respondents (94%) answered this question. Contrary to engagement on Facebook and Twitter, only one respondent (7%) affirmatively indicated they engage with or reply to YouTube profile viewers. The majority of respondents (10/15; 67%) indicated that they do not engage. Reasons cited for the lack of engagement include the limited number of postings to respondents’ respective YouTube channels, or the limited number of comments on content posted, limiting the opportunities for engagement.

iv. **LinkedIn –** All respondents with LinkedIn profiles answered this question. Similar to YouTube, respondents generally do not engage with LinkedIn profile viewers. Six of nine respondents (67%) indicated that they do not engage, and some explained this is in large part because there is no opportunity to do so on LinkedIn. Profile viewers rarely leave questions or comments requiring response. However, one respondent did explain that their lack of engagement is due to jurisdictional legislation that prohibits engagement.

v. **Agency Blog –** Though there are only four Agency Blog respondents, all indicated that they do engage with and or reply to Agency Blog viewers to some degree. Two of the four respondents (50%) affirmatively indicated that they always engage, while the remaining two respondents indicated that they “sometimes” engage with Agency Blog viewers.

VI. ICN Results

The final survey section asked respondents to provide information regarding their familiarity with the ICN’s social media presence. If respondents were familiar with the ICN website and the ICN’s various social media outlets, they were asked a series of follow up questions. The follow up questions aimed to collect ICN members’ feedback regarding which improvements ICN should prioritize when considering its current online presence. The ICN currently maintains a website for all of its work product, a blog for network and agency member updates, and a YouTube channel for its “Training on Demand” (ITOD) online videos covering a variety of competition law and enforcement topics.

Thirty-one of the total thirty-two survey respondents (97%) answered the first ICN-related question. Of these thirty-one respondents, twenty-three (74%) were familiar with ICN’s social media presence, mirroring the 75% of NGAs with familiarity. When asked to describe which electronic ICN platforms and tools they were most familiar with, respondents overwhelmingly cited the ICN website and the ICN blog. Respondents also commonly cited the ICN Annual Conference Tools and the ITOD video series.

Twenty-two of the twenty-three respondents (96%) ranked ten answer choices in order of importance, with one being most important and ten being least important. Each answer choice described specific steps the ICN could take to improve their social media presence. The ten answer choices included:

- Update the ICN website content;
- Update the ICN website format;
- Update the ICN YouTube channel content;
- Update the ICN YouTube channel format;
- Create an ICN Facebook Page;
- Create an ICN Twitter Account;
- Update the ICN Blog content;
- Update the ICN Blog format;
- Improve Annual conference tools (e.g., applications, Twitter feeds); and
- Other, which prompted a description of the use.

Respondents’ high familiarity with the ICN’s webpage and blog predicated their ranked priorities for improvement. Updating ICN website content and ICN website format were chosen most frequently, followed by updating ICN Blog content. Of the twenty-two respondents, sixteen (73%) ranked updating ICN website content in their top three choices; twelve of the sixteen respondents ranked it first. Reformatting the ICN website was the next commonly chosen answer choice, with fourteen of the twenty-two respondents (64%) ranking it in their top three priorities. Finally, updating ICN Blog content was the next top-ranked priority. Eight of the twenty-two respondents (36%) ranked it in their top three priorities, with five of the eight respondents ranking it as the ICN’s second most important improvement priority. Likewise, NGA responses identified “update the ICN website content” and “update the ICN Blog content” as their top two preferred priorities for the ICN. Notably, each of these three top priorities for improvement involves existing ICN platforms – its website and its blog – not potential new ones. Beyond the top three rated priorities, of the potential additions, responses indicated the most interest in creating an ICN Twitter profile and ICN Facebook page. Next, there was some interest in additional YouTube content for the ICN.

The survey ended by soliciting specific recommendations from ICN members on the topic of improving the ICN's social media presence. The aim was to gather ideas on how to improve or expand upon capabilities that currently exist to meet ICN members' needs better. Several respondents provided interesting recommendations, including requiring each working group to write pieces for the ICN blog biannually, targeting different audiences, like agency employees, and evaluating the increased promotion of currently existing capabilities. To address this, the ICN might consider one respondent's suggestion to evaluate the increased promotion of currently existing capabilities by embedding social media "buttons" on the ICN webpage.

VII. Questions Presented for Future Work

As the first theme suggests, the use of social media by competition agencies is becoming a near universal practice. Agencies report perceiving social media to be persistent, unavoidable, and important. Thus, the ICN's AEWG may wish to revisit and advance the topic of competition agencies' use of social media in the future. Future work, for example in the form of a secondary survey, could provide an updated understanding of agencies' use of social media by retesting and supplementing the current data.

Future work could also consider issues that this report can only introduce based on agencies' limited experience. For example, very few respondents reported having useful metrics to measure their ability to achieve their social media objectives. Agencies' continued use of social media may generate sound institutional knowledge regarding how agencies achieve and measure social media-related results.

Revisiting social media use in the coming years will also provide greater insights to currently developing trends. For example, it seems clear that competition agencies are generally moving to social media. Future work might explore this trend in depth, exploring the speed and effects of the transition, the platforms agencies use and the content produced for them, and if these results varied, particularly based on an agency's age.

In addition to the numerous benefits of maintaining social media profiles, respondents cited various drawbacks. In particular, respondents described the risk of encountering irrelevant or offensive interactions online whenever agencies post content. Future work could encourage agencies to share these challenging scenarios and describe the steps they took overcome or rectify the situation. This exchange of knowledge could help agencies minimize risk when establishing an online presence and better achieve the common objectives of promoting a competition environment by increasing awareness, support, and engagement through social media.

Finally, the data shows that social media is not currently used as an investigative tool. Future work may explore whether there is potential value of introducing social media for investigative purposes or for soliciting input. Alternatively, future work may examine this topic broadly by examining whether and how social media tools are replacing or reweighting the use of traditional communication tools agencies historically used to reach stakeholders.

The undeniable prominence of social media makes it a worthwhile topic for future consideration. In general, agencies' continued use of social media will generate greater institutional knowledge over time, better informing topics like social media best practices. Continued work may be especially significant considering the rapid pace at which technology moves; it could be useful to continue the conversation as new social media platforms, and new features for existing social media platforms, are introduced to agencies' communications toolkits.

VIII. Annex

a. Annex A – Platform-Based Results

Top Responses by Social Media Platform					
	Facebook	**Twitter**	**YouTube**	**LinkedIn**	**Agency Blog**
Posting Frequency	Multiple Times a Day/Week	Multiple Times a Day	Multiple Times a Month	Multiple Times a Month	Multiple Times a Month
Amount of Posted Content Available Elsewhere	More than Half	More than Half	More than Half	More than Half	More than Half
Top Use	Reposting	Reposting	Awareness	Reposting; Recruitment	Awareness; Support; Communications
Top Targeted Audience	Consumers	Consumers; Domestic Business Sector; Media	Consumers	Domestic Business Sector; Domestic Legal Sector	Consumers; Domestic Business Sector
Actively Engage with Users (Yes/No)	Yes	Yes	No	No	Yes
Number of Users (<1000; 1000-10,000; 10,000+)	<1,000 (36%); 1,000-10,000 (36%)	1,000-10,000 (44%)	<1,000	<1,000	N/A

Summary of Results by Platform

- **Facebook**

Facebook is one of the two most used social media platforms surveyed, and one of the top platforms to target consumers and the business community. Eighteen of thirty-two responding jurisdictions maintain agency profiles on Facebook. The jurisdictions include Barbados, Colombia, El Salvador, Finland, Greenland, Jamaica, Japan, Korea, Mexico, Netherlands, Norway, Russia, Singapore, Sweden, Turkey, United Kingdom, United States, and Zambia. Facebook was one of the most frequently updated platforms surveyed, with the majority of respondents post content to Facebook either multiple times a day, or multiple times a week. Most respondents reported that over half of the content they post to their Facebook profiles is available elsewhere, either on another social media platform, or on the agency's website. This data point comports with respondents' reported top use – Reposting content primarily targeting Consumers and or the General Public. It is common practice for competition agencies to engage with Facebook profile viewers, though the frequency and mode of engagement can vary. For example, agencies may engage with viewers directly via public comments, or via privately viewed messaging, or "Direct Messaging." Respondents most commonly reported having either less than 1,000 users, or 1,000-10,000 users, as measured by friends, likes, followers, and or profile subscribers. The survey responses indicate Facebook to be a useful tool, as supported by reported narratives and the number of agencies who maintain profiles.

- **Twitter**

Nineteen of thirty-two responding jurisdictions maintain agency Twitter accounts. The jurisdictions include Austria, Colombia, El Salvador, Finland, India, Italy, Jamaica, Japan, Korea, Mexico, Netherlands, Norway, Poland, Russian Federation, Sweden, Turkey, United Kingdom, United States, and Zambia. Respondents predominately post content to Twitter multiple times a day. More than half of this content is available on other agency profiles and webpages. Similar to Facebook, respondents' primary use for Twitter was Reposting, predominately targeting three audiences – Consumers, the Domestic Business Sector, and the Media. Twitter trends continue to follow those of Facebook – agencies commonly engage with Twitter profile viewers. Twitter profiles generally have the largest number of users and followers; the majority of respondents reported having at least 1,000 users, with about one third of respondents boasting over 10,000 followers.

- **YouTube**

YouTube is the third most used social media platforms surveyed, the platform most perceived as targeting consumers, and the one with the most specialized and production-intensive content. Sixteen of thirty-two responding agencies have YouTube channels. The jurisdictions include Colombia, El Salvador, Finland, Hong Kong, India, Italy, Japan, Korea, Mexico, Netherlands, Norway, Russian Federation, Singapore, Sweden, United Kingdom, and United States. Due to the specialized, production-intensive content, respondents most commonly reported posting content to YouTube multiple times a month. Though responding agencies post content less frequently compared to posting practices on Facebook and Twitter, once again respondents report that more than half of the content posted to YouTube is available elsewhere. The top reported use for maintain a YouTube channel was Awareness, or increasing general consumers' awareness of the respective agency and its work. It is uncommon to engage with YouTube channel viewers, perhaps in part due to the lower frequency of postings, and as discussed above, due to the limitations of the platform's engagement capabilities. Responding agencies' YouTube channels most frequently had less than 1,000 viewers, followers, or subscribers.

- **LinkedIn**

Data regarding the use of LinkedIn uniquely blends data trends from both Facebook and Twitter, and YouTube and Agency Blog. Nine of thirty-two responding jurisdictions reported using LinkedIn, predominately for Reposting content and Recruitment, or posting job openings. The nine jurisdictions include Finland, Greenland, Lithuania, Mexico, Netherlands, Norway, Sweden, United Kingdom, and United States. Similar to agencies that maintain YouTube channels, responding agencies most commonly post content to LinkedIn multiple times a month and reported generally having less than 1,000 connections, subscribers, or followers. Similar to all three aforementioned social media platforms, more than half of the content posted to LinkedIn is available either on the agencies' other social media platforms, and or the agencies' websites.

- **Agency Blog**

Only four of the total thirty-two respondents reported maintaining an Agency Blog. The three jurisdictions include Finland, Korea, United Kingdom, and United States. This limited sample size affects our ability to interpret the reported data as conclusive best practices. Nonetheless, respondents reported posting content to an Agency Blog multiple times a month. This is the same frequency as reported for posting content to YouTube or LinkedIn. An Agency Blog's most commonly reported uses include Awareness, Support, and Communication. Targeted audiences for these uses include Consumers and the Domestic Business Sector. Though agencies reported routinely engaging with blog readers, there is no such metric to represent accurately the blog's number of visitors, followers and or readers.

b. Annex B – Survey Questions

ICN Social Media Survey 2016 - Final

Q1.1 Please select your region.

Q1.2 Please list your country.

Q1.3 Please provide the name of your agency.

Q2.1 Please answer the following questions based on your agency's experience with social media platform(s).

	Does your agency have a profile on any of the following platform(s)?	Do your head(s) of agency and or other senior officials maintain official profiles on any of the following social media platform(s)?
	Please check all that apply. (1)	Please check all that apply. (1)
Facebook (1)	❑	❑
Twitter (2)	❑	❑
YouTube (3)	❑	❑
LinkedIn (4)	❑	❑
Agency Blog (5)	❑	❑
Other [please describe] (6)	❑	❑

Q2.2 Does your agency have plans to expand any of your social media profile(s) in the near future? If so, please describe the social media platform(s) and the current plan(s).

Q2.3 Has your agency considered and or evaluated creating a profile on a social media platform but decided not to create one? If so, please describe the social media platform(s) and why the profile was not created.

Q3.1 How often does your agency post content to [Facebook/Twitter/YouTube/LinkedIn/Agency Blog][1]?

- ❍ Multiple Times a Day (1)
- ❍ Daily (2)
- ❍ Multiple Times a Week (3)
- ❍ Multiple Times a Month (4)
- ❍ A Few Times a Year (5)
- ❍ Once a Year or Less (6)
- ❍ NA / I don't know (7)

Q3.2 How much content posted on your Facebook page is available elsewhere [e.g., agency's website or another social media platform]?

- ❍ Less than Half (1)
- ❍ More than Half (2)
- ❍ NA / I don't know (3)

Q3.3 Please mark the top three uses for your agency's Facebook profile by entering 1, 2, or 3 in the boxes below.

______ For investigative purposes [e.g., market reactions, market testing, soliciting information for ongoing investigations] (1)

______ To post information that is available elsewhere [e.g., another platform to re-post press releases, decisions, speeches, or other resources on agency website] (2)

______ To post original information designed for social media [e.g., unique or new content, original blog posts or podcasts] (3)

______ To increase awareness of the agency (4)

______ To increase support for the agency and or the agency's objectives (5)

______ To improve or increase communication with consumers, the public sector or the private sector (6)

______ Recruitment or job postings (7)

______ Other [please describe] (8)

[1] Respondents answered Questions 3.1 – 3.7 for each social media platform maintained by their agencies. For example, if an agency has a profile on both Facebook and Twitter, Questions 3.1 – 3.7 were repeated for Twitter.

Q3.4 Please mark your top three target audience(s) for content posted to your agency's Facebook profile by entering 1, 2, or 3 in the boxes below.
______ General consumers / the public (1)
______ Private Domestic Business Sector (2)
______ Private Domestic Legal Sector (3)
______ Private International Business Sector (4)
______ Private International Legal Sector (5)
______ Domestic Public / Government Sector (6)
______ International Public / Government Sector (7)
______ Journalists or the Media (8)
______ Students or Academia (9)

Q3.5 Do you actively engage with and or reply to Facebook profile viewers [e.g., by commenting, re-posting, systematically intervening, or otherwise engaging with users]?
❍ Yes [please describe] (1) ____________________
❍ Sometimes [please describe] (2) ____________________
❍ No [please describe why not] (3) ____________________
❍ Other [please describe] (4) ____________________
❍ NA / I don't know (5)

Q3.6 How many users does your Facebook profile have [please include metric, e.g., "friends," "followers," "subscribers"]?

Q3.7 Has the number of users changed significantly due to a recent agency initiative to change or grow the number of users? If so, please describe.

Q8.1 Why did your agency first begin to use social media? Please mark your top three reasons by entering 1, 2, or 3 in the boxes below.
______ Directives or wishes from government (1)
______ Internal interest from staff (2)
______ It is expected and or everyone else is using social media (3)
______ It is a way to reach new audiences (4)
______ It is a different, improved, and or more interactive way to reach existing audiences (e.g., easier to respond) (7)
______ We want to be prepared for new technology and the future, even though we don't have great use for social media now (8)
______ Other (9)

Q8.2 Does your agency have written goals, objectives, and or an overall strategy for websites or social media platforms? If so, please describe them below.

Q8.3 Does your agency use specific metrics or indicators to monitor if you are achieving your social media goals and objectives?
- Yes (1)
- No (2)
- NA / I don't know (3)

Display This Question:
If Does your agency use specific metrics or indicators to monitor if you are achieving your social m... Yes Is Selected

Q8.4 Please describe the metrics or indicators used to monitor whether your agency is achieving your social media goals and objectives.

Q8.5 Please describe your agency's process(es) for social media, including who (personnel or office within the agency) is responsible for creating content, approving postings, and maintaining profiles. If possible, please describe whether you find social media resource effective and estimate the number of people and or hours dedicated to your agency's social media efforts.

Q8.6 Please describe the main benefit(s) of using social media and which platform is most useful. Please describe the impact that platform has had on your agency.

Q8.7 Please describe the biggest drawback to using social media and or the biggest challenge your agency has encountered while trying to utilize social media platform(s).

Q8.8 Please provide links to any publicly available materials regarding your agency's use of social media platforms(s), including your agency's current social media profiles, guidelines on social media content creation, posting, or engagement with profile viewers, or statements or annual plans outlining your social media strategies, goals, and metrics for measuring effectiveness.

Q8.9 Is there anything else you'd like to share with us regarding your agency's experience with social media?

Q9.1 Are you familiar with ICN's social media presence [e.g., the website, YouTube channel, blog, or annual conference tools]?

- ❍ Yes [please list the ICN social media platforms with which you are most familiar] (1) ____________________
- ❍ No (2)

Q9.2 Please describe any specific suggestions you have regarding ICN's social media presence.

Display This Question:
If Are you familiar with ICN's social media presence? Yes Is Selected

Q9.3 Please rank the following, according to level of importance [1= most important, ICN should make it the top priority; 10= least important; ICN can dedicate fewer efforts to improvement] by entering numbers 1 to 10 in the boxes below.

______ Update the ICN website content (1)
______ Update the ICN website format (2)
______ Update the ICN YouTube channel content (3)
______ Update the ICN YouTube channel format (4)
______ Create an ICN Facebook Page (5)
______ Create an ICN Twitter Account (6)
______ Update the ICN Blog content (8)
______ Update the ICN Blog format (9)
______ Improve Annual conference tools (e.g., applications, Twitter feeds) (10)
______ Other [please describe] (7)

Q9.4 Is your agency willing to share its perspective and experiences on evaluating, selecting, using, and maintaining social media platform(s) for this project [e.g., as a presenter on an ICN teleseminar or during a conference or workshop discussion session]?

- ❍ Yes (4)
- ❍ No (5)

Display This Question:
If Is your agency willing to share its perspective and experiences on evaluating, selecting, using, and maintaining social media platform(s) for this project (e.g. as a presenter on an ICN teleseminar... Yes Is Selected

Q9.5 Please identify any specific topics you would be willing to discuss.

Q10.1 Congratulations! You have reached the end of the 2016 ICN Social Media Survey. Thank you for your responses. If you are ready to submit your survey, please proceed by clicking "Yes" below. This will record your responses as final and will not allow you to return to the survey to edit, change, or resubmit any information. If you are not ready to submit your survey, please proceed by saving your responses and exiting your browser without responding to this question. This will record your responses and keep your survey link "active". To return to your survey to add responses, edit responses, or allow for review by colleagues, simply click on your individual survey link.

- ❍ Yes - Submit my Responses! (1)